LegalAid
EST.1974 SASKATCHEWAN

2015 - 2016
ANNUAL REPORT

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Her Honour
The Honourable Vaughn Solomon Schofield
Lieutenant Governor of the Province of Saskatchewan

May It Please Your Honour:

I have the pleasure to transmit to your Honour the Annual Report of The Saskatchewan Legal Aid Commission for the year ending March 31, 2016.

Respectfully submitted,

Gordon Wyant, Q.C.
Minister of Justice and Attorney General

The Honourable Gordon Wyant, Q.C.
Minister of Justice and Attorney General
Province of Saskatchewan

Dear Mr. Wyant:

It is my pleasure to forward to you the Annual Report of The Saskatchewan Legal Aid Commission according to *The Legal Aid Act*, depicting the affairs of the Commission in the 2015-2016 fiscal year.

Respectfully submitted,

Michelle Ouellette, Q.C.
Chairperson

Legislative Mandate

The Legal Aid Act and The Legal Aid Regulations provide the legislative mandate for The Saskatchewan Legal Aid Commission, also known as Legal Aid Saskatchewan (LAS).

Vision

Fair, balanced and respectful justice for the people of Saskatchewan.

Mission

We provide accessible and professional legal services in criminal and family law to eligible people.

Values

We are:

Accessible – We strive to serve those who need us.

Collegial – We work together for a common purpose.

Compassionate – We empathize and care within professional boundaries.

Ethical – We act with integrity and respect.

Fair – We treat people fairly and fight to have our clients treated fairly by the justice system.

Independent – We are an independent, yet integral, part of the justice system.

Professional – We are committed, skilled and responsible.

Measures of Success

Client Focused Service – We know LAS is successful when those who need us can access our services consistently regardless of their circumstances.

Quality of Service – We know LAS is successful when we consistently provide to each of our clients high quality service that is in line with our organizational values.

A Healthy Organization – We know that LAS is successful when we are a healthy organization characterized by strong leadership, fiscal and resource management, robust employee wellness and vision for the future.

Services

Full legal services are provided in adult and youth criminal matters and family law to financially eligible clients, if the matter falls within LAS's range of matters and has a reasonable prospect of being resolved.

Duty Counsel Service is provided to in-custody clients, regardless of financial status, at the 80 provincial court points.

Legal advice is available to those arrested or detained, regardless of financial status, through the "Brydges Line".

Summary advice and information may be provided to anyone by a LAS lawyer about a wide range of matters if they involve no more than a brief interview or telephone call.

Financial Eligibility

Applicants are financially eligible for service if:

- they are receiving income from Social Assistance, Band Assistance or the Saskatchewan Assured Income for Disability programs; or
- their financial resources are at Social Assistance levels; or
- the costs of obtaining the services from a private lawyer would reduce their financial resources to Social Assistance levels.

Staff Profile

Legal Aid Saskatchewan uses a staff-lawyer delivery model for providing legal services to most of its clients. In 2015/16, staff lawyers handled 91% of the full-service cases with private bar lawyers handling the remainder, usually due to conflicts of interest. At March 31, 2016 LAS had 162 staff positions located in 15 offices throughout the province. A complete list of offices is available on the back cover of this report.

LAS has a unionized workplace with 85.9% of the staff represented by CUPE Local 1949. Managerial and out-of-scope staff comprise the remaining 14.1%.

LAS is committed to hiring practices that will assist our organization in meeting the employment equity goals set by the Saskatchewan Human Rights Commission (SHRC) as follows:

SHRC Desired Employment Profile	LAS Employment Profile
14% of staff self-declared as Aboriginal	15.1% of staff self-declared as Aboriginal
12.4% are persons with disabilities	7.2% are persons with disabilities
46% of all lawyers and management are women	55.6% of all lawyers and management are women
6.6% are visible minorities	7.2% are visible minorities

Members from April 1, 2015 to March 31, 2016

The Legal Aid Act provides for the appointment of ten Commissioners – two appointed by the Law Society of Saskatchewan, six members appointed by the Lieutenant Governor in Council, one member who is an employee of the Ministry of Justice appointed by the Minister of Justice and Attorney General, and one member who is an employee of the Ministry of Social Services appointed by the Ministry of Social Services.

MICHELLE OUELLETTE, Q.C.
Chair, Saskatoon
Appointed by the Lieutenant Governor in Council

AMANDA DODGE
Saskatoon
Appointed by the Law Society of Saskatchewan

GLEN GARDNER
Regina
Appointed by the Ministry of Justice

KEARNEY HEALY, Q.C.
Saskatoon
Appointed by the Lieutenant Governor in Council

IRWIN HENNIE
La Ronge
Appointed by the Lieutenant Governor in Council

KATHLEEN MAKELA
Saskatoon
Appointed by the Lieutenant Governor in Council

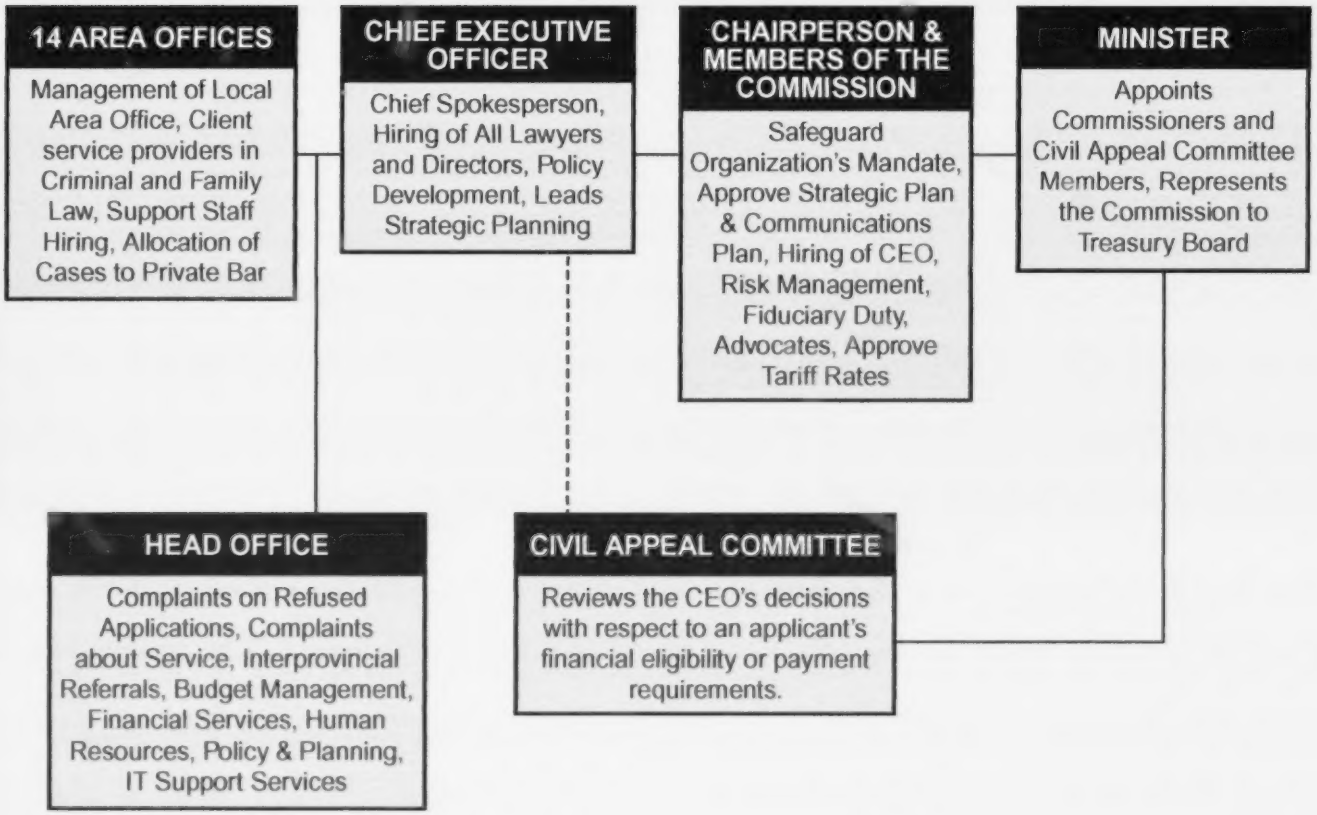
SANDRA PELLETIER
Ile a la Crosse
Appointed by the Lieutenant Governor in Council

JOANNE ROY
Beauval
Appointed by the Law Appointed by the Lieutenant Governor in Council

GARRY PREDIGER
Regina/Saskatoon
Appointed by the Ministry of Social Services

JAY WATSON
Saskatoon
Appointed by the Law Society of Saskatchewan (until December 31, 2015)

RAYMOND WIEBE
Saskatoon
Appointed by the Law Society of Saskatchewan (beginning March, 2016)


14 AREA OFFICES
Management of Local Area Office, Client service providers in Criminal and Family Law, Support Staff Hiring, Allocation of Cases to Private Bar
CHIEF EXECUTIVE OFFICER
Chief Spokesperson, Hiring of All Lawyers and Directors, Policy Development, Leads Strategic Planning
CHAIRPERSON & MEMBERS OF THE COMMISSION
Safeguard Organization's Mandate, Approve Strategic Plan & Communications Plan, Hiring of CEO, Risk Management, Fiduciary Duty, Advocates, Approve Tariff Rates
MINISTER
Appoints Commissioners and Civil Appeal Committee Members, Represents the Commission to Treasury Board
HEAD OFFICE
Complaints on Refused Applications, Complaints about Service, Interprovincial Referrals, Budget Management, Financial Services, Human Resources, Policy & Planning, IT Support Services
CIVIL APPEAL COMMITTEE
Reviews the CEO's decisions with respect to an applicant's financial eligibility or payment requirements.

Management Team as of March 31, 2016

Craig W.J. Goebel
Chief Executive Officer

Jerome Boyko
Director of Finance and Information Technology

Dona Jones
Director of Human Resources

Kyla Shea
Director of Planning and Administration

David Andrews, Q.C.
Director, Regina Rural Area Office

Andrew Appolloni
Director, Prince Albert Area Office

Barb Degenstein
Acting Director, Saskatoon Rural Area Office

Robert Grimsrud
Director, South East Area Office

Deanna Harris
Director, Yorkton Area Office

Joanne Khan
Acting Director, Saskatoon Criminal Area Office

Janice Lawrence, Q.C.
Director, Battlefords Area Office

Erin Layton
Acting Director, Northern Area Office

Adrian McBride
Director, Swift Current Area Office

Rosanne Newman, Q.C.
Director, Melfort Area Office

Kelly Shaw
Director, Saskatoon Family Area Office

Mervyn Shaw, Q.C.
Director, Moose Jaw Area Office

Karen Srodulski
Director, Meadow Lake Area Office

James Struthers, Q.C.
Director, Regina City Area Office

GENDER

AGE

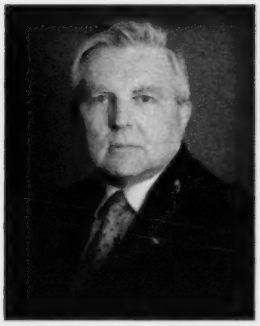
MARITAL STATUS

Married/ Common-law
15.5%

Single
71.8%

Divorced/Widowed Separated
12.7%

DEPENDENTS



CRAIG W.J. GOEBEL
CEO

In my report for last year, I made reference to our commemorating Legal Aid Saskatchewan's 40 years of service to Saskatchewan's people. During last year, we spent time looking back on the sterling efforts of those who helped shepherd the organization and serve the clients, many of whom were then still doing such work and continue to do so. We also began in earnest to look at and work on what needs to be done to get to 50 years and beyond. This year, we continued those endeavours.

The governments that fund the whole justice system, particularly the portions in which most legal aid is provided across Canada, viz., for criminal and family matters, want more accountability. Over the past few years, there has been much deliberation about how the justice system can (better) measure what it does, how it does it and what outcomes it gets. Some people, organizations and institutions have often been slow to respond positively. Legal Aid Plans, however, have been working among ourselves and with the Canadian Bar Association, (a long-time, strong supporter of Legal Aid Plans and of properly-funded legal aid), to find ways to better ourselves and the workings of the justice system.

> THE GOVERNMENTS THAT FUND THE WHOLE JUSTICE SYSTEM...WANT MORE ACCOUNTABILITY.

Legal Aid Saskatchewan and the Ministry of Justice also work together and separately to improve access to justice. Saskatchewan has made significant contributions to the Permanent Working Group, as its co-chair for many years and making recommendations for revising the formula for distribution of the federal criminal funding. This group is made up of Legal Aid Plans, their Provincial Justice Ministries and the Federal Department of Justice, Legal Aid Directorate. Lately, the efforts of the Permanent Working Group have leveraged the well-known need for more federal funding for criminal legal aid into actually getting some more money, for the first time in more than a decade.

> EFFORTS OF THE PERMANENT WORKING GROUP HAVE LEVERAGED THE WELL-KNOWN NEED FOR MORE FEDERAL FUNDING FOR CRIMINAL LEGAL AID INTO ACTUALLY GETTING SOME MORE MONEY...

Legal Aid Saskatchewan has been examining our policies and procedures to ensure we are delivering services to our clients in the most effective ways we can. When the data and other information suggest that we should consider improvement, then we must move in the direction of change. We should respond to criticism, well-meaning or not, well-founded or not, with a reasonable proposal to look at ourselves. So that Legal Aid is not an impediment to improvement, when we encounter issues, especially those that involve our dealings with other participants, we try to be the first to admit we can probably do things better. Legal Aid for its part then avoids defensiveness, deferral and delay, so we can quickly take a positive approach to change. We did that when the Ministry of Justice instituted a "lean" review of bail matters in Saskatoon Provincial Court and when a "lean" review was undertaken of time-to-trial delays in the northwest Provincial Courts.

> WE SHOULD RESPOND TO CRITICISM, WELL-MEANING OR NOT, WELL-FOUNDED OR NOT, WITH A REASONABLE PROPOSAL TO LOOK AT OURSELVES.

We reviewed our strategic plan and its action plans this year; they have been updated and are being moved forward. These endeavours – and those discussed in last year's report – are developed and implemented to improve our client focus and the quality of our services and their outcomes.

When the Provincial Auditor decided to do an audit of how we deliver legal aid services, with our positive attitude in evidence, we were able to participate right from the start of their planning through to the audit's conclusion; so it was a cooperative and thereby useful endeavour. The Auditor's recommendations require our developing appropriate responses and carrying them out. Respecting the importance of what this audit means for LAS and the necessity of our responding effectively will dictate how we prioritize this new work over some other activities.

The Ministry's requests for budgetary expenditure reviews during the year have required our diligent response. In cases where reductions were made, some sacrifices have resulted. We must cooperate during times of restraint, as these are. In some instances, there is little flexibility to respond immediately, but in others there are readily available opportunities to adopt different approaches. Either way, when there is less money, there is even more need to innovate.

The Commission has been attentive to its governance role and to ensuring we have its direction and support for organizational and operational matters. We wish to thank the members; they deserve our gratitude for their commitment to legal aid and the people of Saskatchewan and for their willingness to offer their knowledge and insight.

Mr. Brent Gough, Q.C., after long and commendable service as Chairman, was replaced in that role by Ms. Michelle Ouellette, Q.C., of Saskatoon. Legal Aid – and I – benefited much by Brent's good advice, most generously given. Doubtless, Michelle will be a wise counsel as well.

We are pleased to have new Commissioners, Mr. Kearney Healey, Q.C., of Saskatoon, appointed by the Government and Mr. Raymond Wiebe of Saskatoon, appointed by The Law Society of Saskatchewan.

Certainly thanks go to the staff and directors at Head Office for their efforts, especially when resources were unavailable and they worked long hours, (fortunately, just as effectively).

Our employees and private lawyer colleagues continue to serve their clients well, sometimes under difficult conditions, but always with professionalism and compassion. Several of the Legal Directors, who manage their offices and do file work, have taken on organizational activities. Our thanks are due to them as well.

We appreciate the help and support from the Ministry of Justice, in particular, the Minister of Justice, Mr. Gordon Wyant, Q.C. and the Deputy Minister, Mr. Kevin Fenwick, Q.C. and their staff; also, our ex officio members and liaisons, Mr. Glen Gardner, Ministry of Justice and Mr. Garry Prediger, Ministry of Social Services.

Those employees who retired, we thank them for their sincere efforts and those who arrived, we welcome them with the wish that they enjoy themselves as they contribute to our collegial endeavour. Their names are noted in the accompanying chart.

It is worth repeating and ending with this: The purpose of providing "legal aid" is for people who cannot acquire legal representation by their own resources is to ensure fairness in how the justice system treats individuals accused of crimes and parents in child apprehension matters, as well as to help parents resolve their family problems so they and their children are not negatively affected unduly and can move on. Doing this effectively means that all people are treated fairly. So, for Legal Aid Saskatchewan to continue to serve the people of Saskatchewan in the future, the importance of "legal aid" needs to be appreciated and fostered by all.

THE PURPOSE OF PROVIDING "LEGAL AID" IS TO ENSURE FAIRNESS IN HOW THE JUSTICE SYSTEM TREATS INDIVIDUALS

Employees Who Retired in 2015/16

- David Bright
- Anna Carman
- Valerie Harvey
- Gene Josephson
- Bev Krasowski
- Aline Zakowsky

New Employees in 2015/16

- Sara Barry
- Ilka Corsar
- Rebecca Crookshanks
- Erin Dunsmore
- Tyne Hagey
- Kathy Hanson
- Deanna Harris
- Christina Lengert
- Michelle Lorenzo
- Lorretta Markowski
- Mary Marton
- Ingrid McGregor
- Charlotte Morden
- Sangeeta Patel
- Murray Pelletier
- Amber Petlikau

In January, 2016, the Provincial Auditor began an audit of the processes we use to provide Legal Aid services.

The audit examined three areas:

(1) our plan for provision of legal aid services – assessment of needs, identification of barriers, environmental scanning, setting policies and procedures, developing performance measures and allocating resources;

(2) our ability to deliver legal aid services to eligible applicants – intake process and prioritization of eligible applicants, providing timely service, administering timely appeals, monitoring work of private bar lawyers and reviewing the timeliness and quality of staff lawyer work;

(3) our methods to monitor performance in the provision of legal aid – collect key information against performance targets, assess performance against targets, address shortcomings and report results.

Based on those criteria, the Provincial Auditor made favourable note of the following processes:

- Intake and random sample of eligibility processes.
- Timely response to complaints about eligibility for service.
- Monitoring and controlling the private bar work. This includes our cost accrual accounting process and limiting preparation time per the tariff unless the lawyer requests additional time in advance.
- Strategic Planning process, including the incorporation of information from Legal Directors, Statistics Canada, Employee Engagement Survey and stakeholder feedback (e.g. Aboriginal courtworkers) and the "lost" client survey to identify barriers for clients and address those barriers via action plans.

The Auditor also made five recommendations. Three were already being addressed through current projects and only require minor adjustments in order to meet the Auditor's expectations. The other two will require a considerable amount of work in the next three years from everyone within the organization. A majority of the initial work will occur at the management level. However, there will be process changes that will impact every staff member. Head Office Management has outlined the following immediate actions to address these recommendations.

1. **The Provincial Auditor recommends that the Saskatchewan Legal Aid Commission update its policies and procedures guiding the provision of legal aid services and obtain Commission approval of key policy revisions.**

   Management had previously identified the Eligibility and Legal Services Delivery Manual as an outdated resource, with the potential for providing conflicting / incorrect information for staff. The Director of Planning and Administration, along with two Area Office Legal Directors, began a review and revision process of the Manual in February 2016. The review and revision process, and the associated communications are expected to be completed by March 31, 2017.

2. **The Provincial Auditor recommends that the Saskatchewan Legal Aid Commission use its electronic case management system to capture accurately the status of legal aid cases in a timely manner to facilitate monitoring of lawyer caseloads.**

   Management has begun an awareness campaign with the Legal Directors of stale-dated, open files. Over three thousand stale-dated files were closed in LAIN in the spring of 2016.

   Beginning in July, 2016, the Legal Directors will receive reports of stale-dated files on a quarterly basis and will report to management if the file is still active or see to its closure if not.

   Management and the Legal Directors will continue to use long-term trend data related to crime statistics and applications made to make the occasional re-allocation of resources within and between offices.

3. **The Provincial Auditor recommends that the Saskatchewan Legal Aid Commission set expectations to assess the quality and timely delivery of legal aid services.**

   Timely Delivery

   Beginning July 1, 2016, staff will be expected to enter in LAIN the date of the first telephone or in-person meeting with the lawyer for each full-service criminal and family file. Management will review data by September 30, 2016, and if possible, establish preliminary baselines. Further reviews will set appropriate benchmarks.

   Quality of Service

   Management has used a long-established range of newly-opened files per lawyer as a de facto

benchmark for an appropriate caseload. This range is based on historical case counts as researched and reported. Management will undertake new research and consultation and test this benchmark to determine its appropriateness. Once that work is complete, Legal Directors will receive quarterly reports of their office's performance against the benchmark.

Other Measures

Management will identify other outcomes-based performance measures. This will require developing new reports from LAIN data and access to current and historical Court Services data (JAIN and CJIMS) on a timely basis.

4. **The Provincial Auditor recommends that the Saskatchewan Legal Aid Commission conduct written annual performance evaluations of its lawyers.**

   In the short-term, two experienced law practice management reviewers will work with Management, Legal Directors and staff lawyers to develop and implement a set of practice standards for staff lawyers. This set of practice standards will be in place by the end of fiscal 2017/2018. In the longer-term, Management will identify a process to regularly conduct reviews of staff lawyers against identified practice standards. This will be developed by the end of fiscal 2018/2019, with implementation to follow.

5. **The Provincial Auditor recommends that the Saskatchewan Legal Aid Commission publish reasons for key differences between actual and expected results for legal aid services and establish actions to address shortfalls in its plans.**

   As the work described under recommendations 2, 3 and 4 above is completed, differences between actual and expected results will be addressed in the annual report, while plans to address shortfalls will be developed through the existing strategic planning process.

Through strategic planning, LAS identified three measures of success which allow and require us to reflect on whether we are fulfilling our mandate. The measures, their definitions and the associated data are outlined on the following pages.

CLIENT-FOCUSED SERVICE

We know LAS is successful when those who need us can access our services consistently regardless of their circumstances.

Connection to Mandate: *The Legal Aid Act* 6(1)(b); 7(a); 7(c)

Definition

- Waiting times for clients to connect with a lawyer for their first appointment
- Number and relative proximity of physical access points for clients
- Appropriate proportion of family and criminal law full-service cases
- Number of Lost Clients

"Lost" clients are those individuals who lose touch with LAS or fire their LAS lawyer before their matter has been completed. They are divided into two categories: **discontinued** applicants, who either fail to complete the application process or fail to attend their first scheduled meeting with a lawyer; and **client abandoned** clients, who have had at least one meeting with a lawyer and then either lose contact with LAS or fire their lawyer.

Unchanged from previous years, approximately 85% of Saskatchewan residents live within an hours' driving time of an LAS office or frequently-visited court point. This year, in order to increase access for applicants and better respond to the changing needs of clients, we continued to adapt our telephone and online application processes. Approximately 864 applications were received online this year, with two-thirds of the applicants being deemed eligible for legal aid services.

The proportion of one family full-service case to every four criminal full-service cases has remained constant over the past five years.

This year, LAS accepted 89 family files and sent 76 family files to other provinces via the Inter-provincial Reciprocity Agreement. This agreement enables Saskatchewan-based clients to access family legal services in other provinces and territories.

Figure 1: Discontinued Applicants

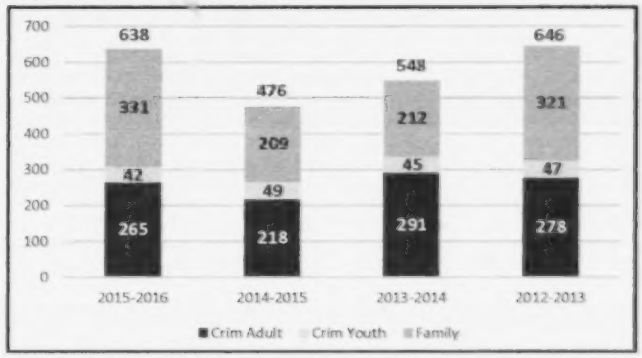
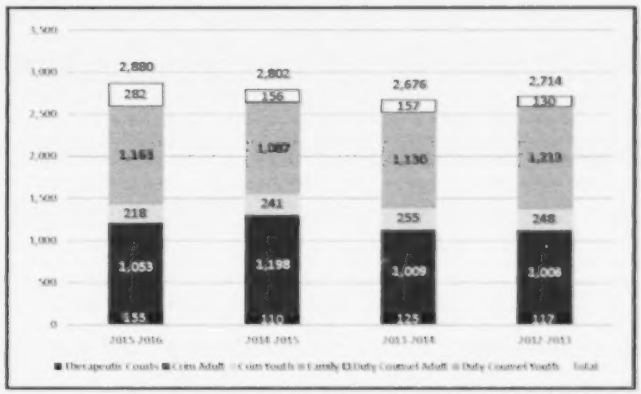


Figure 2: Client Abandoned Files



WAIT TIME TO SEE A LAWYER

The wait time for a client to talk to a lawyer for the first time continues to vary depending on the type of file (criminal or family), the time of year and the Area Office. One of the recommendations from the Provincial Auditor is to track this information through LAIN (Legal Aid Information Network) rather than anecdotally. The first appointment time will now be entered in LAIN on all new files beginning on July 1, 2016. This will allow the organization to track the number of days between the approval of the application and the first meeting with the lawyer for all full-service criminal and family files. This information will be reported by Head Office Management to Legal Directors on a quarterly basis.

QUALITY OF SERVICE

We know LAS is successful when we consistently provide, to each of our clients, high quality service that is in line with our organizational values.

Connection to Mandate: *The Legal Aid Act* 6(1)(f); 7(d)

Definition

- Appropriate number of cases per office
- Appropriate number of cases per lawyer
- Appropriate level of professional development for staff
- Number of complaints received

Table 1: Full-Service Applications Received

	2015/16	2014/15	2013/14	2012/13
Crim Adult	11,068	10,867	11,213	11,549
Crim Youth	2,562	2,671	2,727	3,223
Family	4,371	3,951	3,672	4,042
Total	18,001	17,489	17,612	18,814

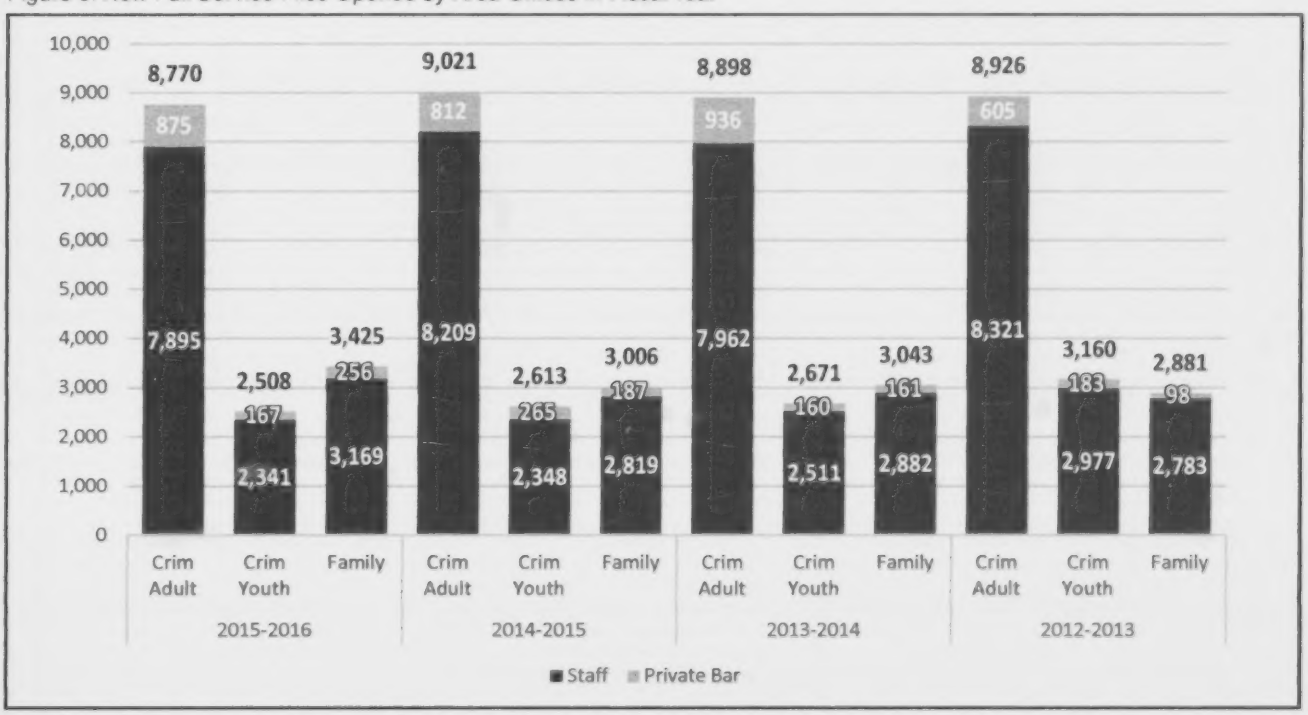
The table above shows the number of applications for full-service representation in criminal and family law matters. It does not include duty counsel service, duty counsel advice or summary advice. An application may be discontinued (not completed) or denied; if eligible, farmed out to a private bar lawyer, sent to another Legal Aid Plan in another province or opened by a staff lawyer.

Table 2: Full-Service Applications Denied

		2015/16	2014/15	2013/14	2012/13
Denied Applications	Criminal	1,725	1,621	1,725	2,043
	Family	621	683	657	760
	Total	**2,346**	**2,304**	**2,382**	**2,803**
Complaints reviewed by CEO/ Civil Appeals Committee	Criminal	480	497	611	This breakdown was not performed in previous years
	Family	120	170	201	
	Total	**600**	**667**	**812**	**794**
Accepted	Criminal	30	136	94	This breakdown was not performed in previous years
	Family	22	60	62	
	Total	**52**	**196**	**156**	**163**

The following Figure 3 and Table 3 show the number of files opened and worked on by staff and private bar lawyers. These files may be completed, or abandoned if clients lose contact or fire their counsel. A small number of files may also be denied if a client becomes financially ineligible or the client-solicitor relationship breaks down.

Figure 3: New Full Service Files Opened by Area Offices in Fiscal Year



Files in therapeutic courts have been removed from previous years' figures. Please see Table 8.

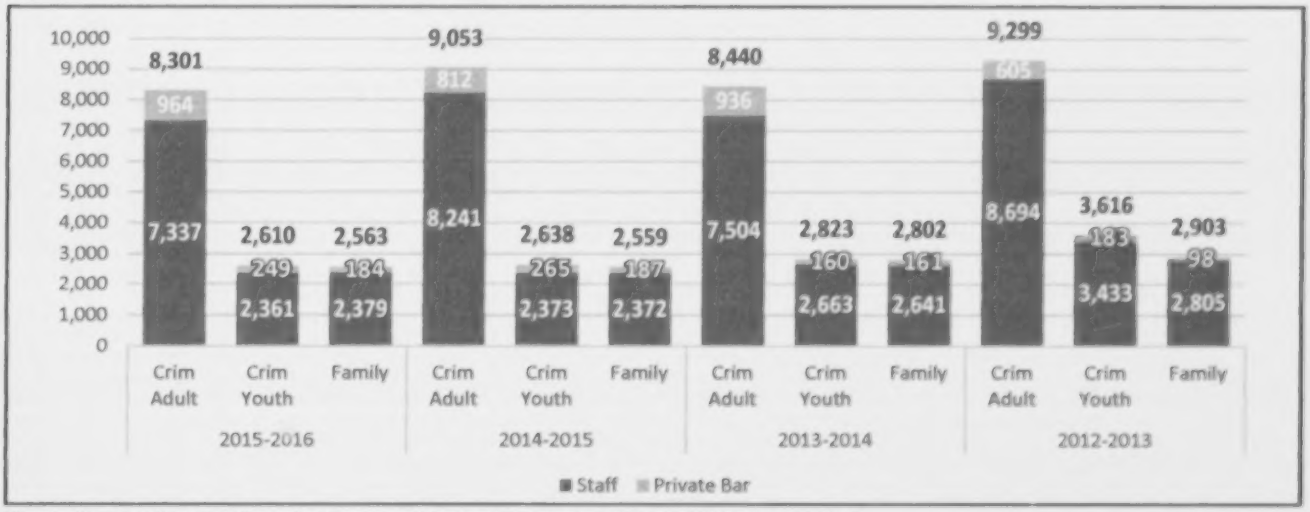
Table 3: Full Service Files Opened by Area Office in Fiscal Year												
	2015-2016			2014-2015			2013-2014			2012-2013		
	Criminal Adult	Criminal Youth	Family	Criminal Adult	Criminal Youth	Family	Criminal Adult	Criminal Youth	Family	Criminal Adult	Criminal Youth	Family
Battlefords	764	218	213	971	267	114	1,039	322	93	1,023	311	119
Head Office	22	1	4									
Meadow Lake	742	119	208	682	132	106	694	169	66	958	228	156
Melfort	318	131	84	387	107	75	378	114	70	398	124	107
Moose Jaw	231	61	188	262	68	170	225	35	103	246	65	160
Northern	1,042	224	145	973	212	188	1,091	208	207	1,135	206	149
Prince Albert	1,134	262	336	1,071	229	283	959	340	225	948	404	221
Regina City	836	450	555	693	453	519	763	501	415	779	537	521
Regina Rural	680	134	314	689	110	322	701	101	345	671	107	329
Saskatoon City Criminal	762	407		920	405		750	372		928	570	
Saskatoon City Family			584			543			531			572
Saskatoon Rural	342	83	128	360	109	133	329	111	138	266	114	119
South East	321	55	123	222	65	95	194	59	100	177	67	91
Swift Current	81	50	97	112	22	79	153	36	99	116	52	55
Yorkton	620	146	190	601	165	188	684	143	188	670	192	182
Staff	7,895	2,341	3,169	7,943	2,344	2,815	7,960	2,511	2,580	8,315	2,977	2,781
Private Bar	875	167	256	812	265	187	936	160	161	605	183	98
Total	**8,770**	**2,508**	**3,425**	**8,755**	**2,609**	**3,002**	**8,896**	**2,671**	**2,741**	**8,920**	**3,160**	**2,879**

Files in therapeutic courts have been removed from previous years' figures. Please see Table 8.

Table 4: New Opened Files Per Lawyer/Legal Director FTE			
2015/16	**2014/15**	**2013/14**	**2012/13**
229	213	200	208

Table 4 shows a normalized number generated using the following information. A full-service criminal file is counted as 1. A full-service family file is counted as 2 due to the average, greater amount of time required to complete family files. A duty counsel service file is counted as 0.5 due to the short nature of the service. A file in therapeutic court is counted as 0.67 as it requires more work than a duty counsel file but less work than a full-service file. For each fiscal year, the number of open files for the organization are counted and then divided by the number of lawyer, legal director and band 6 and 7 legal assistant FTEs. Lawyers and legal directors are counted as 1.0 FTE. Legal assistants are counted as 0.67 FTE.

Figure 4: Full Service Files Closed by Area Offices in Fiscal Year



Files in therapeutic courts have been removed from previous years' figures. Please see Table 8.

Table 5: Full Service Cases Closed by Each Area Office in Fiscal Year

	2015-2016			2014-2015			2013-2014			2012-2013		
	Criminal Adult	Criminal Youth	Family	Criminal Adult	Criminal Youth	Family	Criminal Adult	Criminal Youth	Family	Criminal Adult	Criminal Youth	Family
Battlefords	700	218	120	983	282	86	1,071	314	119	1,055	357	122
Head Office	11											
Meadow Lake	683	125	122	652	136	65	627	166	108	853	241	184
Melfort	313	122	85	362	90	76	362	130	73	533	183	150
Moose Jaw	253	80	89	245	53	127	233	51	118	228	69	143
Northern	909	184	178	1,030	244	190	1,206	247	231	1,111	231	149
Prince Albert	1,004	269	258	924	255	218	958	362	259	924	416	166
Regina City	741	435	442	673	409	428	641	499	407	766	546	499
Regina Rural	588	108	239	686	99	289	698	107	336	753	115	355
Saskatoon City Criminal	658	414		1,187	518		760	420		942	696	
Saskatoon City Family			371			433			554			549
Saskatoon Rural	361	104	89	335	105	108	294	110	129	269	113	120
South East	243	56	104	184	53	101	216	72	100	275	99	128
Swift Current	81	31	77	110	25	73	137	42	65	102	42	70
Yorkton	792	215	205	599	138	178	464	104	182	754	248	206
Staff	7,337	2,361	2,379	7,970	2,407	2,372	7,667	2,624	2,681	8,565	3,356	2,841
Private Bar	964	249	184	812	265	187	936	160	161	605	183	98
Total	**8,301**	**2,610**	**2,563**	**8,782**	**2,672**	**2,559**	**8,603**	**2,784**	**2,842**	**9,170**	**3,539**	**2,939**

Files in therapeutic courts have been removed from previous years' figures. Please see Table 8.

Table 6: Duty Counsel Service Files Opened by Area Office in Fiscal Year

	2015-2016		2014-2015		2013-2014		2012-2013	
	Adult	Youth	Adult	Youth	Adult	Youth*	Adult	Youth
Battlefords	834	172	219	29	2	1	0	0
Head Office	1	0	0	0	0	0	0	0
Meadow Lake	580	54	211	11	13		0	0
Melfort	84	3	38	8	18	1	1	0
Moose Jaw	182	23	60	19	6	1	1	0
Northern	221	50	255	34	160	16	0	0
Prince Albert	1,322	340	1,199	375	1,080	192	866	0
Regina City	1,782	1	1,593	11	1,543	12	1,434	0
Regina Rural	42	3	9	0	6	1	2	0
Saskatoon City Criminal	2,891	376	2,433	452	2,259	481	2,503	0
Saskatoon Rural	97	3	63	0	70	0	29	0
South East	90	11	50	4	18	0	19	0
Swift Current	131	11	51	6	15	0	15	0
Yorkton	213	40	160	29	36	6	1	0
Total	**8,470**	**1,087**	**6,341**	**978**	**5,226**	**711**	**4,871**	**0**

Files in therapeutic courts have been removed from previous years' figures. Please see Table 8.
* Youth Duty Counsel Service was not recorded as a separate service until the 2013-2014 year.

Table 7: Duty Counsel Service Files Closed by Area Office in Fiscal Year

	2015-2016		2014-2015		2013-2014		2012-2013	
	Adult	Youth	Adult	Youth	Adult	Youth*	Adult	Youth
Battlefords	828	172	209	28	0	0	0	0
Meadow Lake	566	50	190	11	13	0	0	0
Melfort	82	3	40	8	17	0	2	0
Moose Jaw	195	26	49	16	7	0	2	0
Northern	229	50	263	37	167	0	0	0
Prince Albert	1,337	351	1,154	356	1,258	0	714	0
Regina City	1,859	2	1,608	10	1,447	0	1,468	0
Regina Rural	40	3	9	0	10	0	3	0
Saskatoon City Criminal	2,829	381	2,469	480	2,556	0	2,539	0
Saskatoon Rural	84	3	57	0	74	0	22	0
South East	93	11	51	4	18	0	19	0
Swift Current	131	10	48	6	14	0	15	0
Yorkton	212	36	158	28	40	0	0	0
Total	**8,485**	**1,098**	**6,305**	**984**	**5,621**	**0**	**4,784**	**0**

Files in therapeutic courts have been removed from previous years' figures. Please see Table 8.
* Youth Duty Counsel Service was not recorded as a separate service until the 2013-2014 year.

Table 8: Therapeutic Court Files Opened in Fiscal Year								
	2015-2016		2014-2015		2013-2014		2012-2013	
	Opened	Closed	Opened	Closed	Opened	Closed	Opened	Closed
Battlefords	63	66	48	48	25	28	27	30
Moose Jaw	15	10	4	2	4	1	1	2
Regina City	525	590	487	543	525	497	504	520
Regina Rural	23	26	27	29	27	23	24	25
Saskatoon City Criminal	140	83	132	125	132	121	174	133
Saskatoon Rural	4	3	4	3	0	1	14	18
South East	0	0	0	0	0	1	1	0
Staff	770	778	702	750	713	672	745	728
Private Bar	53	54	0	1	0	54	0	6
Total	**823**	**832**	**702**	**751**	**713**	**726**	**745**	**734**

Table 9: Other Services Provided in the Fiscal Year		
	Duty Counsel Advice	Summary Advice
Battlefords	3	2
Meadow Lake	0	0
Melfort	3	0
Moose Jaw	13	85
Northern	2	6
Prince Albert	0	2
Regina City	2	92
Regina Rural	60	81
Saskatoon City Criminal	1	0
Saskatoon City Family	0	0
Saskatoon Rural	0	3
Swift Current	6	36
Yorkton	3	21
Brydges Line	12,660	
Total	**12,753**	**328**

CORRECTION: The Brydges Line provided 13,834 instances of Duty Counsel Advice. The total is 13,927.

The Brydges Line provides duty counsel advice by contract lawyers via telephone to detained persons. This service is available to all individuals detained for a crime regardless of range of service or their eligibility for the full services of LAS.

Table 10: Other Measures of Quality Service				
	2015/16	2014/15	2013/14	2012/13
Avg. Prof. Dev. Cost per Lawyer/Legal Director	$831	$989	$1,206	$656
Avg. Prof. Dev. Hours per Lawyer/Legal Director FTE	34.12	37.5	32.9	29.5
Complaints from Clients to the Ministry or Ombudsman	54	35	44	43

HEALTHY ORGANIZATION

We know that LAS is successful when we are a healthy organization characterized by strong leadership, fiscal and resource management, robust employee wellness and vision for the future.

Connection to the Mandate: The Legal Aid Governance Manual 1.2(a),(b); 1.3(a), (b),(c),(d),(g)

Definition

- Budget to actual expenditure variance
- Appropriate staff retention rates
- Employee absences
- Employee engagement

The Commission believes that strong management combined with purposeful vision will deliver the best quality service to our clients, given the demands for our services and the resources available.

Source Funding

In 2015/16, LAS received funding from three sources:

- Funds appropriated by the Provincial Government through the Ministry of Justice.
- Grants from The Law Foundation of Saskatchewan for special projects and The Legal Aid Endowment Fund Trust for training.
- Costs awarded by the Court on behalf of clients, interest earned on monies invested and miscellaneous receipts.

The Government of Canada reimbursed the Province for some of the Legal Aid expenditures on federal criminal matters (adult and youth). The contribution agreement was renewed in 2012-2013 for five years in the amount of $4.2 million as a base amount. The Government of Canada will be providing additional amounts in the final two years of the agreement. Additional amounts are yet to be determined.

LAS utilizes a staff lawyer delivery model for providing legal services with over 91% of cases being handled by staff lawyers. This differs from other provincial legal aid plans, such as in Manitoba where staff lawyers handle ~50% of cases and British Columbia where private bar lawyers are almost exclusively used. In this fiscal year, 102 private bar lawyers provided services to LAS, in comparison to 112 in the 2014/15 fiscal year.

LAS continues to have a low voluntary turnover rate of 2.4% for staff lawyers and 3.9% for administrative staff. Voluntary turnovers are those that are initiated by the employee and do not include retirements. Term and casual employees are not included in these rates. The retirement rates for lawyers and administrative staff are also very low.

This is the second year that LAS has reported employee absence rates, based on the Conference Board of Canada definition. Absenteeism is defined as absences (with or without pay) of an employee from work due to his or her own illness or personal or family responsibility for a period of at least 0.25 day but less than 15 consecutive weeks. Fifteen weeks being the waiting period for Long-Term Disability claims. It does not include maternity, adoption, paternity and parental leaves; vacation, EDOs and holidays; long-term disability leave; medical leave equivalent to the elimination period for disability or jury duty.

Table 11: Variance between budgeted and actual revenue & expenditures

	2015/16 Planned	2015/16 Actual
Operating Fund Revenue		
Appropriation	$23,871,000	$23,971,00
Other	$130,645	$141,822
Total	**$24,001,645**	**$24,112,822**
Operating Fund Expenses		
Direct Legal Service	$21,984,202	$22,568,291
Administration	$2,697,579	$2,431,294
Amortization and writedown of tangible capital assets	$20,000	$29,322
Total	**$24,701,781**	**$25,028,907**
Excess (Deficiency) of revenue over expenses	$(700,136)	$(916,085)

Table 12: Employee Turnover, Retirement and Absence Rates

		2015/16	2014/15	2013/14	2012/13
Voluntary Turnover Rates	Lawyers and Legal Directors	2.4%	3.5%	3.4%	3.4%
	All Other Staff	3.9%	0%	5.3%	5.2%
Retirement Rates	Lawyers and Legal Directors	3.6%	3.5%	3.4%	3.4%
	All Other Staff	2.6%	1.2%	1.3%	1.3%
Employee Absence (Days)	Lawyers	10.5	8.3	8.3	6.5
	Legal Assistants	17.9	17.4	17.4	13.5
	Admin Staff	11.8	9.4	9.4	9.4
	Out of Scope (Head Office Staff and Legal Directors)	13.7	5.5	5.5	6.3

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation of the Commission's financial statements. This responsibility includes maintaining the integrity and objectivity of the Commission's financial records and presenting the financial statements in accordance with Canadian Public Sector Accounting standards.

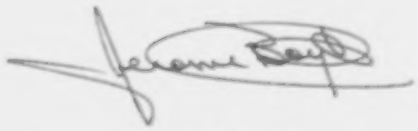
Management maintains an appropriate system of internal control, including policies and procedures, which provide reasonable assurance that the Commission's assets are safeguarded and that the financial records are relevant and reliable.

To ensure management meets its responsibilities for financial reporting and internal control, the members of The Saskatchewan Legal Aid Commission discuss audit and reporting matters with representatives of management at regular meetings.

The members of the Commission have also reviewed the financial statements with representative of management. The members have approved the Commission's financial statements for the year end March 31, 2016.

The Provincial Auditor of Saskatchewan conducts an independent audit of the financial statements. Their examination is conducted in accordance with Canadian generally accepted auditing standards and includes tests and other procedures which allow them to report on the fairness of the financial statements. The Provincial Auditor's Report outlines the scope of the audit and the opinion.

Craig W.J. Goebel
Chief Executive Officer



Jerome Boyko, CPA, CA
Director, Finance and Information Technology

PROVINCIAL AUDITOR
of Saskatchewan

INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

I have audited the accompanying financial statements of Saskatchewan Legal Aid Commission, which comprise the statement of financial position as at March 31, 2016, and the statement of operations and changes in accumulated surplus, statement of changes in net financial assets, and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards for Treasury Board's approval, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of Saskatchewan Legal Aid Commission as at March 31, 2016, and the results of its operations, changes in its net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Judy Ferguson

Regina, Saskatchewan
June 27, 2016

Judy Ferguson, FCPA, FCA
Provincial Auditor

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THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF FINANCIAL POSITION
As at March 31

	2016	2015
Financial Assets		
Cash	$ 2,088,097	$ 2,566,688
Accounts receivable		
Other	101,755	20,744
Total financial assets	2,189,852	2,587,432
Liabilities		
Accounts payable and accrued liabilities		
General	154,149	183,015
Private Solicitors' Fees	2,046,551	1,620,829
Employee Salaries and Benefits	526,837	421,372
Deferred Contributions (note 6)	32,600	17,500
Total liabilities	2,760,137	2,242,716
Net financial (debt) assets	(570,285)	344,716
Non-financial assets		
Tangible capital assets (note 5)	104,060	105,757
Prepaid expenses	175,276	174,663
Total Non-financial assets	279,336	280,420
Accumulated (deficit) surplus (statement 2)	$ (290,949)	$ 625,136

Commitments (note 7)
(See accompanying notes)

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF OPERATIONS AND CHANGES IN ACCUMULATED SURPLUS
As at March 31

	2016		2015
	Budget (note 10)	Actual	Actual
Revenue			
Ministry of Justice Appropriation	$ 23,871,000	$ 23,971,000	$ 23,305,000
Grants	60,000	61,200	109,799
Other	70,645	80,622	81,557
Total revenue	24,001,645	24,112,822	23,496,356
Expenditures			
Salaries and employee benefits	17,846,352	17,819,895	17,217,271
Central Office administrative (schedule 1)	705,720	644,320	669,439
Area Office administrative and operating expenses (schedule 1)	1,991,859	1,786,974	1,915,406
Provision of legal services	3,100,500	3,691,632	3,167,005
Other legal expenses	232,350	295,584	206,910
Travel	805,000	761,180	771,386
Amortization of tangible capital assets	20,000	29,322	26,376
Total expenditures	24,701,781	25,028,907	23,973,793
(Deficiency) excess of revenue over expenditures for the year	(700,136)	(916,085)	(477,437)
Accumulated surplus, beginning of year	625,136	625,136	1,102,573
Accumulated (deficit) surplus, end of year (statement 1)	$ (75,000)	$ (290,949)	$ 625,136

(See accompanying notes)

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF CHANGES IN NET FINANCIAL ASSETS
Year Ended March 31

	2016	2015
(Deficiency) of revenue over expenditures for the year	$ (916,085)	$ (477,437)
Acquisition of tangible capital assets	(27,625)	(56,875)
Amortization of tangible capital assets	29,322	26,376
	1,697	(30,499)
Acquisition of prepaid expenses	(175,276)	(174,663)
Use of prepaid expenses	174,663	164,490
	(613)	(10,173)
(Decrease) increase in net financial assets	(915,001)	(518,109)
Net financial assets at the beginning of year	344,716	862,825
Net financial (debt) assets at end of year	$ (570,285)	$ 344,716

(See accompanying notes)

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF CASH FLOWS
Year Ended March 31

	2016	2015
Cash (used in) provided by		
OPERATING ACTIVITIES		
Appropriation funds received	$ 23,971,000	$ 23,305,000
Cash received from grants	76,300	89,245
Cash received from other revenue	80,403	80,231
Cash payments for salaries and benefits	(17,795,835)	(17,158,565)
Cash payments for other suppliers	(3,516,924)	(3,543,573)
Cash payments for legal services	(3,265,910)	(3,269,585)
Net cash (used in) provided by operating activities	(450,966)	(497,247)
CAPITAL ACTIVITIES		
Purchase of capital assets	(27,625)	(56,875)
Net (decrease) increase in cash	(478,591)	(554,122)
Cash, beginning of year	2,566,688	3,120,810
Cash, end of year	$ 2,088,097	$ 2,566,688

(See accompanying notes)

THE SASKATCHEWAN LEGAL AID COMMISSION
NOTES TO THE FINANCIAL STATEMENTS
March 31, 2016

The Legal Aid Act came into force on September 1, 1983 by Order in Council 1275/83 and continued The Saskatchewan Community Legal Services Commission as a body corporate under the name of The Saskatchewan Legal Aid Commission (Commission). The purpose of the Commission is to provide legal services to persons and organizations for criminal and civil matters where those persons and organizations are financially unable to secure those services from their own resources.

1. Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards published by the Chartered Professional Accountants Canada (CPA Canada). A statement of remeasurement gains and losses has not been presented in these financial statements because all financial instruments are measured at amortized costs. The following policies are considered significant:

a) Revenue Recognition

Revenues are recognized in the period in which the transactions or events occurred that give rise to the revenues and when collection is reasonably assured. All revenues are recorded on an accrual basis.

Other revenue is comprised of client contributions, cost recoveries, interest and miscellaneous receipts.

Externally restricted inflows are deferred when restrictions are placed on their use by the contributor, and are recognized as revenue when used for their specific purposes.

Government appropriations are recognized in the period the transfer is authorized and any eligibility criteria is met.

b) Expenses

Expenses are reported on an accrual basis. The costs of services incurred during the year are expensed.

c) Provision of Legal Services Expenditures

Provision of legal services expenditures include amounts billed by private bar lawyers to the Commission and an estimate of amounts of services performed by lawyers but not yet billed to the Commission.

d) Tangible Capital Assets

Capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement, or betterment of the asset. Normal repairs and maintenance are expensed as incurred. The capital assets are reduced annually by an amount representing the consumed cost of the asset calculated on a straight line basis as follows:

Office Equipment and Furniture	7 years
Legal Aid Information Network (LAIN) Development Costs	3 years

Tangible capital assets are written down when conditions indicate that they no longer contribute to the Commission's ability to provide services, or when the value of future economic benefits associated with the tangible capital assets is less than their net book value. The net writedowns (if any) are accounted for as expenses in the statement of operations.

e) Financial Instruments

All financial instruments are measured at fair value upon initial recognition. Cash is measured at fair value. Accounts receivable, accounts payable and accrued liabilities are measured at amortized cost. The Commission does not have any embedded derivatives in host contracts.

2. Financial Risk Management

The management of the Commission mitigates the risks associated with financial instruments with regular reporting to the members of the Commission.

Credit Risk:
Credit risk is the risk that one party to a transaction will fail to discharge an obligation and cause the other party to incur a financial loss. The Commission's exposure to credit risk is from the potential of non-payment of grants or accounts receivable. The credit risk on the receivables is not material as most grants are received from the provincial appropriations and the other receivables are comprised of small amounts from contributions from clients.

Liquidity Risk:
Liquidity risk is the risk that the Commission is unable to meet its financial commitments as they become due. The Commission manages the liquidity risk from the monthly appropriations it receives from the Saskatchewan Ministry of Justice.

Market Risk:
Market risk represents the potential for loss from changes in the value of financial instruments due to changes in the market conditions. The Commission does not have any exposure to market risk.

3. Capital Management

The Commission's objective when managing its accumulated surplus is to ensure adequate resources exist to support the operations and growth strategies of the Commission.

The Commission obtains its funding from provincial appropriations through the Ministry of Justice. The Commission does not have any debt.

The Commission monitors and assesses its financial performance by a monthly variance analysis of actual and yearly projections to approved budget. The budget and variance analysis is approved by the members of the Commission. The management of the Commission also provide an appropriation forecast to the Ministry of Justice.

4. Pension Plan

The Commission participates in a defined contribution pension plan for the benefit of its employees. The Commission's financial obligation to The Staff Pension Plan for Employees of The Saskatchewan Legal Aid Commission (Plan) is limited to making regular payments to match the amounts contributed by the employees for current service. The Commission's annual pension expense included in salaries and benefits for 2016 amounted to $885,358 (2015 - $860,066).

The Plan is administered and sponsored by a joint trustees arrangement. The joint trustees consist of four members, two appointed by the Commission and two appointed by C.U.P.E. Local 1949. The Commission provides day-to-day administration for the Trustees without charge to the Plan. Certain administration expenses of the Plan are initially paid by the Commission and are subsequently refunded by the Plan. As at March 31, 2016 and 2015, the Plan did not owe anything to the Commission.

5. Tangible Capital Assets

Tangible capital assets are comprised of the following amounts:

	Office equipment and furniture	LAIN Development Costs	2016 Total	2015 Total
Opening cost	$ 211,206	$ 321,432	$ 532,638	$ 475,763
Additions during the year	27,625	---	27,625	56,875
Closing Cost	238,831	321,432	560,263	532,638
Opening Accumulated Amortization	105,449	321,432	426,881	400,505
Amortization during the year	29,322	---	29,322	26,376
Closing Accumulated Amortization	134,771	321,432	456,203	426,881
Net book value of Tangible capital assets	$ 104,060	$ ---	$ 104,060	$ 105,757

6. Deferred Contributions and Grants

Deferred operating contributions represent externally restricted grants and contributions for which the related expenditures have not been incurred.

	2016	2015
Balance, beginning of year	$ 17,500	$ 38,054
Add: Grant contributions received or receivable in the year		
Law Foundation of Saskatchewan	35,000	49,335
Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust	41,300	39,910
Less: Amounts recognized as revenue in the year	(61,200)	(109,799)
Balance, end of year	$ 32,600	$ 17,500

7. Measurement Uncertainty and Commitments

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Areas where estimates are made include accrued private solicitors' fees and the related provision of legal service expenditures, amortization of tangible capital assets, non-vesting sick leave benefits, and contingent liabilities.

These estimates are based on the best information available at the time of preparation of the financial statements and are reviewed periodically to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements and actual results could differ from those estimates.

The provision for services provided by members of the private bar that have not been billed on outstanding appointments is estimated at year end using a method that incorporates historical average costs and estimated time frames to complete similar cases. In addition to the liability for services provided to March 31, 2016, the Commission estimates $425,760 (2015 - $258,979) will be incurred on approximately 1,618 (2015 - 1,052) outstanding appointments issued to the private bar over and above both the billings paid to date and work performed but not yet billed.

8. Related Party Transactions

Included in these financial statements are transactions with various Saskatchewan Crown corporations, ministries, agencies, boards and commissions related to the Commission by virtue of common control by the Government of Saskatchewan and non-Crown corporations and enterprises subject to joint control or significant influence by the Government of Saskatchewan (collectively referred to as "related parties").

Facilities, vehicle rentals, office supplies, and miscellaneous office services are acquired from a related party. These transactions are recorded at agreed upon rates and settled on normal trade terms. Other operating transactions with related parties are settled at prevailing market prices under normal trade terms. These transactions and amounts outstanding at year end are as follows:

	2016	2015
Expenses	$ 1,882,548	$ 1,822,674
Accounts payable	25,966	78,007
Expense reimbursements	1,052	9,494
Accounts receivable	---	---

Each year, the Commission receives 99% of its operating revenue as a government transfer from the Saskatchewan Ministry of Justice recorded as appropriations, and 1% from grants and other sources. The Commission depends on funding from these sources for the continuance of its operations. At March 31, 2016 and 2015, there were no receivables from the Ministry of Justice.

In addition, the Commission pays Provincial Sales Tax on all its taxable purchases. The Commission also received transcripts without charge from the Ministry of Justice, Transcript Services.

During the year, the Commission made payments of $127,242 (2015 - $127,242) to the Saskatchewan Legal Aid Commission Benefit Plan Surplus Fund (Fund) that is set up under the collective bargaining agreement between C.U.P.E. Local1949 (Union) and the Commission. As outlined in the agreement, the Fund is jointly administered by the Commission and the Union through the Labour Management Relations Committee. The Commission provides the Fund with day-to-day administration. The intent of the Fund is to cover increased premium costs of the extended health care benefits for members of C.U.P.E. Local 1949. The increased premium costs are initially paid by the Commission, and for the year the Fund reimbursed the Commission $119,673 (2015 - $115,006) for the increased premium costs. At year end, the Fund had a balance of $374,718 (2015 - $314,689). This Fund balance is not included in the Commission's statement of financial position.

Other transactions with related parties and amounts due to or from them are described separately in these financial statements and the notes thereto.

9. The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust

A Trust Deed exists between the Law Foundation of Saskatchewan and the Trustees of The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust (Trust). The Trust was established with an endowment to assist in the Commission's mandate by:

a) improving access to justice for persons whose own financial resources are inadequate;
b) enhancing the ability of all Commission employees to provide legal aid service to clients, including education, research and the acquisition of research, teaching and library materials by the Commission;
c) providing funds for research in legal and social areas related to legal aid and access to justice; and
d) assisting otherwise in the Commission's mandate in ways not traditionally covered by government funding, and with particular emphasis on novel or innovative programs or delivery methods.

An endowment amount of $2,100,000 (2015 - $2,100,000) has been provided to the Trust and only the net income from the Trust is available for the beneficiaries. The transactions and amounts in the Commission's financial statements related to activities of the Trust at year end are as follows:

	2016	2015
Grants	$ 26,200	$ 49,010
Deferred contributions	32,600	17,500

The Trust has five trustees, three of which are members of the Commission. They include:

- The Chair of The Saskatchewan Legal Aid Commission
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Law Society of Saskatchewan
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Minister of Justice (Saskatchewan)

The Commission has authorized the utilization of its staff as may be reasonably required from time to time to provide administrative support to the Trust at no fee.

10. Budget

These unaudited amounts represent the operating budget approved June 2015 by members of The Saskatchewan Legal Aid Commission.

Schedule 1

THE SASKATCHEWAN LEGAL AID COMMISSION
SCHEDULE OF ADMINISTRATIVE AND OPERATING EXPENSES
Year Ended March 31

	2016		2015
	Budget	Actual	Actual
Central Office Administrative and Operating Expenses			
Leased accommodation	$ 95,172	$ 94,000	$ 88,775
Computer leases, maintenance, and support	104,388	75,252	79,496
Stationery and office supplies	27,100	9,044	10,627
Telephone	16,400	13,981	13,094
Postage	17,000	14,280	15,280
Periodicals	2,700	2,675	2,217
Photocopying	3,300	2,914	3,288
Expenses related to Trust Grant	25,000	26,200	44,725
Expenses related to Law Foundation Grant	35,000	35,000	60,789
Other operating expenses	379,660	370,974	351,148
Total Central Office Administrative and Operating expenses (statement 2)	$ 705,720	$ 644,320	$ 669,439
Area Office Administrative and Operating Expenses			
Leased accommodation	$ 1,281,816	1,037,444	$ 1,059,091
Computer leases, maintenance, and support	169,113	151,024	252,154
Stationery and office supplies	132,900	145,653	161,540
Telephone	103,600	110,419	105,853
Postage	48,000	51,078	51,088
Periodicals	47,300	45,053	39,820
Photocopying	46,700	43,247	44,332
Other operating expenses	162,430	203,056	201,528
Total Area Office Administrative and Operating Expenses (statement 2)	$ 1,991,859	$ 1,786,974	$ 1,915,406

Application
A formal written request for legal assistance. Related legal matters enumerated at the time of application are included on one application. Separate applications are counted for criminal and family.

Awaiting Transfer
Those files that were being sent to other Area Offices or to the private bar, but have not been approved to do so, as of March 31, 2016.

Brydges Line
Refers to Duty Counsel Advice provided by telephone to detained persons by contract lawyers. This service is available to all individuals detained for a crime regardless of range of service or their eligibility for the full services of LAS.

Client Abandoned
These are files that were closed on or after April 1, 2015 and before March 31, 2016, in which a lawyer has provided some service to the client. During this time period, the client was responsible for ending the relationship with LAS, either by dismissing the lawyer, losing contact or other miscellaneous reasons.

Completed or Matter Completed
These are files that were closed on or after April 1, 2015 and before March 31, 2016, with the status of Matter Complete. This presumes that the client received the legal services they requested and the matter is now concluded.

Denied
These are applications that were opened as of April 1, 2015, but the clients have been denied legal services as of March 31, 2016. Although most applications are denied at the beginning of the application process, some of these clients may have received legal service from LAS during the active time of their case.

Discontinued
These are applications that were opened with a service date on or after April 1, 2015 and the client received only administrative services from LAS (i.e. application forms, appointments made with lawyers) but did not receive legal services from a lawyer before losing contact with the office. As of March 31, 2016, an administrative decision has been made to close the file as a discontinued application.

Duty Counsel Advice
Immediate advice, by telephone or in person, to remanded or detained persons, irrespective of financial status and provided by a LAS staff lawyer or through the Brydges Line.

Duty Counsel Service
Legal services provided by a lawyer to in-custody individuals where the person has not applied in writing requesting legal aid representation. Duty Counsel Service is provided irrespective of financial status and consists of negotiating for release or plea and sentencing, or a show cause hearing. If the client's case is not resolved, they are encouraged to apply for full-service representation.

Family Matters
Refers to proceedings related to divorce, separation, support, maintenance, custody/access and other matters of a family law nature. These matters also include child protection proceedings.

Criminal Matters (Adults)
Refers to matters under the *Criminal Code of Canada, Narcotic Control Act, Food and Drug Act* or other Federal Statutes, if the proceedings are by way of indictment; or, if upon conviction and sentence, there is a likelihood of imprisonment or loss of livelihood.

Criminal Matters (Youth)
Refers to matters under the *Federal Youth Criminal Justice Act*.

Financial Eligibility
Refers to the decision made regarding an application based on the applicant's financial information about income and assets; the decision can be in favour of or against eligibility.

Full Service Application
Refers to an application for the full legal services of LAS in criminal and family matters.

Full Time Equivalent (FTE)
Refers to a statistical number that takes into account the number of total hours worked by all employees divided by the maximum number of compensable hours in a work year.

Incoming Reciprocal

These are applications received from another province's Legal Aid Plan on behalf of the applicant and are eligible for these services provided by LAS, that were opened up with a service date on or after April 1, 2015 and were transferred to Saskatchewan before March 31, 2016. This occurs solely in family matters. Full legal services are provided by LAS pursuant to the Interprovincial Reciprocity Agreement.

Opened Files

These are applications that have been approved on or after April 1, 2015 and before March 31, 2016 and have been worked on by a lawyer during this time frame. As of March 31, 2016, these files may be ongoing, completed or abandoned by the client.

Outgoing Reciprocals

These are applications sent to another province because court in that province has jurisdiction, and were opened up with a service date on or after April 1, 2015 and were transferred before March 31, 2016. This occurs solely in family matters. Minimal legal service may have been provided by LAS in these situations but often the process is primarily administrative.

Summary Advice

Refers to the provision of legal advice, information or any other type of minimal legal service by a lawyer to an individual involving no more than a brief interview or telephone call.

The Battlefords Area Office
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North Battleford, SK S9A 1E9
Phone: 306-446-7700
Fax: 306-446-7598
Toll Free: 1-877-441-4418
Legal Director:
Janice Lawrence, Q.C.

Meadow Lake Area Office
Meadow Lake Area Office
Unit #3, 101 Railway Place
Meadow Lake, SK S9X 1X6
Phone: 306-236-7636
Fax: 306-236-7634
Toll Free: 1-800-461-8188
Legal Director:
Karen Srodulski

Melfort Area Office
P.O. Box 1748
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107 Crawford Avenue East
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Phone: 306-752-6220
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Legal Director:
Rosanne Newman, Q.C.

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Acting Legal Director:
Erin Layton

Prince Albert Area Office
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L.F. McIntosh Building
800 Central Avenue
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Regina City Area Office
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Legal Director:
David Andrews, Q.C.

Saskatoon City Criminal Area Office
#1053 – Sturdy Stone Centre
122 Third Avenue North
Saskatoon, SK S7K 2H6
Phone: 306-933-7820
Fax: 306-933-7827
Toll Free: 1-877-424-1898
Acting Legal Director:
Joanne Khan

Saskatoon City Family Office
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Fax: 306-964-2222
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